

# Managing for Results

(Economic and Environmental)



U.S. Environmental Protection Agency

May 2005

# President's Management Agenda

Program Assessment Rating Tool  
(PART)



# IMPACT of PART REVIEWS

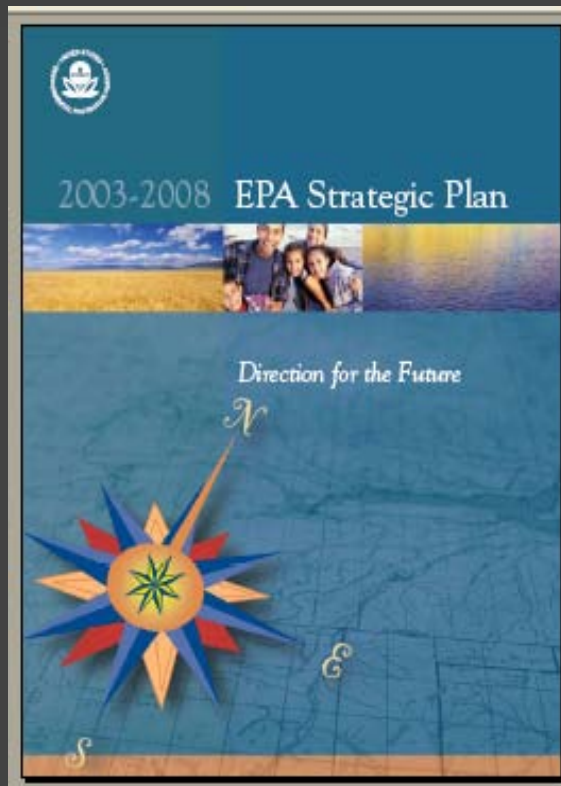
	Increase of 10% or more	Increase of less than 10%	No change or a Decrease	Termination of the Program
EFFECTIVE	30%	30%	38%	2%
MODERATELY EFFECTIVE	17%	33%	48%	2%
ADEQUATE	11%	29%	54%	6%
INEFFECTIVE	0%	5%	50%	45%
RESULTS NOT DEMONSTRATED	11%	19%	56%	14%

Federal Agencies may lose essential funding if they cannot show federal funds are being used effectively.

EPA developed an order on  
environmental Results 5700.5.  
Effective January 1, 2005.

- ⇒ Requires work plans negotiated under grant and cooperative agreements to be results oriented and support the goals of the "Agency's Strategic Plan" .





**EPA's Strategic Plan-**  
establishes the goals,  
objectives, and sub-objectives  
for accomplishing the Agency's  
mission

**This prescribes the Agency's budget**

# EPA's Goals

Goal 1 - Clean Air and Global Climate Change

Goal 2 - Clean and Safe Water

Goal 3 - Land Preservation and Restoration

**Goal 4 - Healthy Communities and Ecosystems**

⇒ Sustain, Clean Up, and Restore Communities

⇒ Assess and Clean Up Brownfields

Goal 5 - Compliance and Environmental Stewardship



## National and Region 6 Brownfields Performance Measures

Measure	National FY 05 Target	Regional FY 05 Target
#'s of properties assessed	1000	100
#'s properties cleaned up	60	6
#'s of jobs leveraged	5000	160
Amount of cleanup and redevelopment funds leveraged	\$ 0.9 B	\$ 70 M
#'s of job training participants trained	200	20
% of job trainees placed	65%	65%
#'s of acres available for reuse	No Target (Yet)	No Target (Yet)



# Environmental Results

PART Review was done in 2004 of the  
Environmental Education Program

## RATING

- Results not Demonstrated

## RECOMMENDATION

- Termination of the Program

# Environmental Results

The logic model identifies outputs and outcomes by drawing logical connections from resources to activities to expected results.

Connecting resources and activities with desired, measurable results provides a sound basis for performance evaluation and reporting.



- ⇒ This Order is effective for all non-competitive grants and cooperative agreements awarded after January 1, 2005.
- ⇒ Competitive assistance agreements resulting from funding announcements issued after January 1, 2005.
- ⇒ Continuing environmental programs already include many of the requirements contained in the Order.

## Environmental Results Order

Affects the entire grant process, including:

1. Competitive Funding Announcements
2. Work Plan Negotiations
3. Performance Reports (ie, Quarterly Reports)
4. Post-Award Monitoring

# Strategic Plan Architecture

## Example: Goal 4

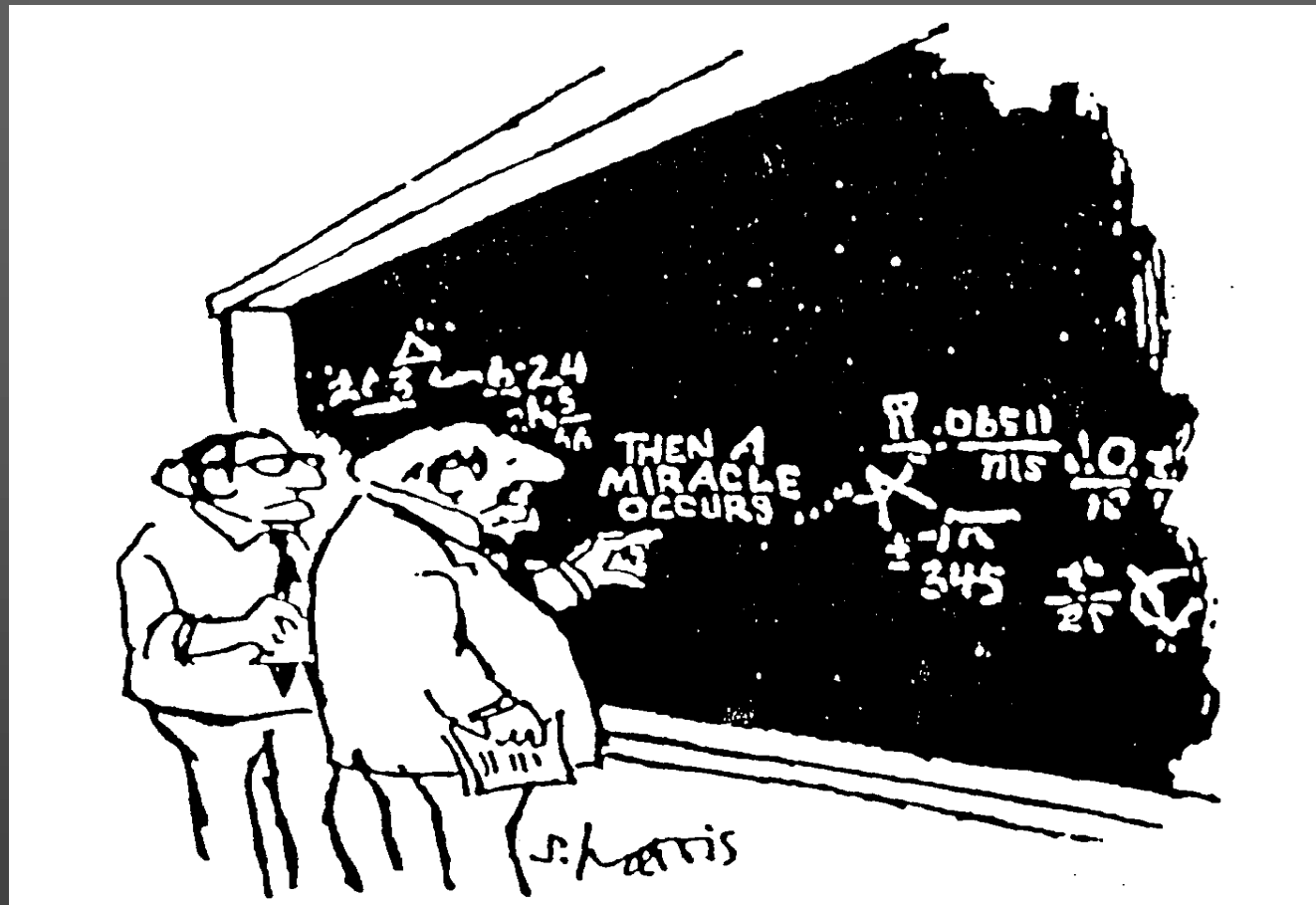
### Goal 4: Healthy Communities and Ecosystems

Sustain, Clean Up, and Restore Communities  
(Objective 4.2)

➤ **Assess and Clean Up Brownfields (Sub-objective 4.2.3)**

## Environmental Results

**Sometimes making the connection  
is a challenge...**



# Environmental Results

## WORK PLAN LOGIC MODEL

Stated Objective/Link to EPA Strategic Plan (Components)	Grant Funding/FTE (Federal/Match)	Work Plan Activities & Time frame for Accomplish-ment (Commitments)	Results of Activities (OUTPUTS)	Projected Environmental Improvement (OUTCOME)	Established Baseline for Measurement
1. Clean Air and Global Climate Change 2. Clean and Safe Water 3. Land Preservation & Restoration 4. Healthy Communities and Ecosystems 5. Compliance and Environmental Stewardship	We use these resources	For these activities....	To produce these outputs....	Which leads to this environmental change...	The criteria used to gauge program or project success

## ENVIRONMENTAL RESULTS USING THE WORK PLAN LOGIC MODEL

### Brownfields Program

Stated Objective/Link to EPA Strategic Plan (Components)	Grant Funding Federal/Match	Work Plan Activities & Time frame for Accomplishment (Commitments)	Results of Activities (OUTPUTS)	Projected Environmental Improvement (OUTCOME)	Established Baseline for Measurement
State Response Program Sec.128(a)  Goal 4-Healthy Communities & Ecosystems  Sub-Objective 4.2.3.- Assess and Cleanup Brownfields	\$XXX,XXX & XX FTE	-Staff training  -Properties Completing State Voluntary Program  -Site Specific Assessments/ Cleanups  (Within grant period)	-Staff training completed  -No further action letters or -Identification of sites needing cleanup  -Phase I/II's, QAPPs, PPFs	-XX # of Staff trained  -XX # of properties ready for reuse or further assessment/cleanup planning  - XX # of assessments and cleanups completed	-Untrained staff  -# of properties with unknown risk  - As of 2005, GPRA goal of 1,000 assessments/ 60 cleanups



## ENVIRONMENTAL RESULTS USING THE WORK PLAN LOGIC MODEL

Stated Objective/Link to EPA Strategic Plan (Components)	Grant Funding Federal/Match	Work Plan Activities & Time frame for Accomplishment (Commitments)	Results of Activities (OUTPUTS)	Projected Environmental Improvement (OUTCOME)	Established Baseline for Measurement
<p>Assessment Grant Sec. 104(k)</p> <p>Goal 4-Healthy Communities &amp; Ecosystems</p> <p>Sub-Objective 4.2.3.- Assess and Cleanup Brownfields</p>	<p>\$XXX,XXX</p> <p>Hazardous Substance or Petroleum</p>	<p>-Within grant period, assess XX # of properties with suspected contamination</p>	<p>-Phase I/II's, QAPPs, CIPs, other decision documents/ approval memos, PPFs</p>	<p>-XX # of properties ready for reuse or further assessment/cleanup planning</p> <p>-XX # of properties assessed</p> <p>-XX # of jobs created</p> <p>-XX Cleanup/ Redevelopment \$ leveraged</p>	<p>-# of properties with unknown risk</p> <p>- As of 2005, GPRA goal of 1,000 assessments, 5,000 jobs, and \$900M leveraged</p>

## ENVIRONMENTAL RESULTS USING THE WORK PLAN LOGIC MODEL

### Brownfields Program

Stated Objective/Link to EPA Strategic Plan (Components)	Grant Funding Federal/Match	Work Plan Activities & Time frame for Accomplishment (Commitments)	Results of Activities (OUTPUTS)	Projected Environmental Improvement (OUTCOME)	Established Baseline for Measurement
Cleanup Grant Sec. 104(k)  Goal 4-Healthy Communities & Ecosystems  Sub-Objective 4.2.3.- Assess and Cleanup Brownfields	\$XXX,XXX Hazardous Substance and/or Petroleum	-Within grant period, clean up property to risk level appropriate for planned redevelopment	-QAPPs, ABCAs, cleanup plans, CIPs, Adm. Rec., other decision documents/ approval memos, PPFs	-1 Property cleaned up (ready for reuse)  -XX # of jobs created  -XX Cleanup/ Redevelopment \$ leveraged	-Property with unknown risk  - As of 2005, GPRA goal of 60 cleanups, 5,000 jobs, and \$900M leveraged

# Environmental Results

- ✓ Environmental Change/Improvement (OUTCOMES)

These are the changes or benefits to the environment or human health which will occur as a result of the the completion of work plan commitments and outputs. These may be:

- Short term - Changes in learning, knowledge, attitude, skills
- Intermediate - Changes in behavior, practice or decisions
- Long-term - Changes in condition

EPA's Strategic Plan establishes the goals, objectives, and sub-objectives for accomplishing the Agency's mission

Goals, objectives, and sub-objectives drive the format of the Agency's budget, which includes associated measures and performance information

# Environmental Results

- ✓ Work Plan Activities & Time frame for Accomplishment (Commitments)

The activities required to accomplish the work plan goals (Stated Objectives) must be listed including a time frame for their accomplishment.



# Environmental Results

- ✓ Results of Activities (Outputs)

These are the products/results which are expected to be achieved from accomplishment of the work plan activities.



# Environmental Results

## Grant Funding



- ✓ The Application for Federal Assistance must list the anticipated amount of funding needed to achieve the Program/project objectives for this grant. This includes any match or cost share requirement.

**Environmental Results**

In summary, the Work Plan Content must be adequate to determine

- **The Goal & Objective**
- **Outcome (Environmental Improvement)**
- **Commitments (Work plan Activities)**
- **Outputs (Results)**
- **Grant Funding**
- **Baseline for Measurement**



# Environmental Results

How can it help us?

- Better alignment of work plans negotiated with the Agency to the Strategic Plan
- Focus on Environmental Results
- Documents success of the program and that it is well managed
- Positive PART Reviews

# Managing for Environmental Results



**U.S. Environmental Protection Agency  
Region 7**

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**THE END**

# Purpose

To discuss recently issued environmental Results Order and its impact on the work plans negotiated with the Agency. (EPA Order No. 5700.7)